



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Sheila Brown, Chief Financial Officer
CONTACT INFO: sheila.brown@utoronto.ca

PRESENTER: Same as above
CONTACT INFO:

DATE: March 4, 2019 for March 18, 2019

AGENDA ITEM: 9

ITEM IDENTIFICATION:

Service Ancillaries Operating Plans, 2019-2020

JURISDICTIONAL INFORMATION:

Pursuant to Section 5.4(b) of the Business Board *Terms of Reference*, the Board is responsible for general financial policy on ancillary operations and monitoring of business ancillaries.

The operating plans are approved by other bodies within governance as delineated below.

GOVERNANCE PATH:

St. George Service Ancillaries

1. University Affairs Board [for approval] (March 4, 2019)
2. **Business Board [for information] (March 18, 2019)**

UTM Service Ancillaries

1. UTM Campus Affairs Committee [for recommendation] (January 16, 2019)
2. UTM Campus Council [for approval] (January 30, 2019)
3. University Affairs Board [for information] (March 4, 2019)
4. **Business Board [for information] (March 18, 2019)**
5. Executive Committee [for confirmation] (March 26, 2019)

UTSC Service Ancillaries

1. UTSC Campus Affairs Committee [for recommendation] (February 12, 2019)
2. UTSC Campus Council [for approval] (March 7, 2019)

3. University Affairs Board [for information] (March 4, 2019)
- 4. Business Board [for information] (March 18, 2019)**
5. Executive Committee [for confirmation] (March 26, 2019)

PREVIOUS ACTION TAKEN:

The UTSC and UTM Service Ancillaries were considered by their respective Campus Affairs Committee (CAC) and recommended to their respective Campus Council for approval. Under their respective Campus Council Terms of Reference, the operating plans for the campus and student services ancillaries are approved by the Campus Council and confirmed by the Executive Committee of the Governing Council.

The University Affairs Board, pursuant to its Terms of Reference, approved the Service Ancillaries Operating Plans for the St. George campus.

HIGHLIGHTS:

This report provides the Business Board with summary information on the budgets for the service ancillaries on the St. George, Mississauga (UTM) and Scarborough (UTSC) campuses to give context for review of the University's audited financial statements.

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conference services (UTM, UTSC), food and beverage/hospitality services (UTM, UTSC, St. George, University College), parking/transportation services (UTM, UTSC, St. George) and Hart House. They are managed in the ancillary fund, which is one of the four funds through which the University's finances are managed.

These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget, 2) providing for all costs of capital renewal, including deferred maintenance, furniture and equipment, 3) creating and maintaining an operating reserve at a minimum level of ten percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans and dons' expenses), and 4) if successful with the three previous objectives, they may contribute net revenues to other activities.

Collectively, the operations have experienced significant growth in response to growing student enrolment on all three campuses and are recovering from the associated high fixed costs. The growth in enrolment required a major building program for such facilities as student residences and parking garages. The costs associated with additional facilities required debt financing with the expectation that over time, with inflation, the repayment of loans would come to represent a declining proportion of revenue.

UTM Food Services combined with their Conference Services commencing May 1, 2018, and is now known as Hospitality Services. St. George Food & Beverage Services also opened a new residential dining hall at CampusOne (245 College Street) last year, and 2018-19 represents the first full year of operation of this new residential dining hall. These changes explain some of the

increases in 2019-20 and the long-range plan under food and beverage/hospitality services. The number of parking spaces increased in 2018-19 with the completion of the parking garage at the new Myhal Centre for Engineering Innovation and Entrepreneurship building. More parking spaces will be available when the University take possession of the garage at 730 Yonge Street in July 2019.

The University entered into a partnership to develop a new residence at UTSC. The investment partner will provide the required cash equity and the University will provide a ground lease. However, all tenders came in at prices that were significantly higher than the amount forecasted by the cost consultants. The University is currently exploring how the project might be redesigned to make it more affordable to build and how the financial model might be modified in order to move the project forward. The economic impact of the new residence on each ancillary is not included in this operating plan.

The 2019-20 budget anticipates a net income of \$13.3 million on \$176.6 million of revenues and \$163.3 million of expenses. Compared to the 2018-19 forecast, the \$13.3 million net income represents an increase of \$2.5 million. The 2019-20 budget anticipates net income of \$6.3 million from residence and conference services, \$2.4 million from food and beverage/hospitality services, \$3.1 million from parking/transportation services and \$1.5 million from Hart House. The long-range plan projects revenues to increase by \$29.6 million (17%) from 2019-20 to 2023-24. Of this increase, \$13.8 million will come from residence and conference services, \$8.6 million from food and beverage/hospitality services, \$1.9 million from parking/transportation services and \$5.3 million from Hart House.

The 2019-20 budget projects total net assets of \$111.5 million. Net assets are expected to grow to \$195.5 million by 2023-24, an increase of \$84.0 million from 2019-20

FINANCIAL IMPLICATIONS:

Refer to highlights.

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

- *University of Toronto Service Ancillaries Report on Operating Plans, 2019-2020*



UNIVERSITY OF
TORONTO

Service Ancillaries Report on Operating Plans
2019-2020

TABLE OF CONTENTS

	Page
Introduction.....	1
Financial Summary	2
Schedule I Projected Operating Results for the year ending April 30, 2020	12
Schedule II Summary of Service Ancillary Operations Long-Range Budget Results	13
Schedule III Projected Funds to be Committed for Capital Renewal for the years ending April 30, 2020 and April 30, 2024	14
Schedule III.1 Projected Funds to be Committed for Operating and New Construction Reserves for the years ending April 30, 2020 through April 30, 2024	15
Schedule IV Projected Annual Operating Results for the years ending April 30, 2019 through April 30, 2024	16
Schedule V Summary of 2019-2020 Capital Budgets	18
Schedule VI Schedule of 2019-2020 Ancillary Rates.....	19
Appendix Budget Preparation Review and Consultation Process	26

Introduction

This report provides the Business Board with summary information on the budgets for the service ancillaries on the St. George, Mississauga (UTM) and Scarborough (UTSC) campuses¹ to give context when reviewing the University's audited financial statements.

The service ancillaries include residences (UTM, UTSC, University College, New College, Woodsworth College, Innis College, Chestnut, Family Housing, Graduate House), conference services (UTSC), food and beverage/hospitality services (UTM, UTSC, St. George, University College), parking/transportation services (UTM, UTSC, St. George), and Hart House. They are managed in the ancillary operations fund, which is one of the four funds through which the University's finances are managed².

These service ancillaries are expected to cover the full cost of their operations by 1) operating without subsidy from the operating budget, 2) providing for all costs of capital renewal, including deferred maintenance, furniture and equipment, 3) creating and maintaining an operating reserve at a minimum level of ten per cent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans and dons' expenses), and 4) contributing net revenues to other activities if the operation has been successful with the three previous objectives.

Collectively, the operations have experienced significant growth in response to growing student enrolment on all three campuses, and are recovering from the high fixed costs associated with that growth. The growth in enrolment required a major building program which included student residences and parking garages. The costs associated with these additional facilities required debt financing with the expectation that over time, with inflation, the repayment of loans would become a declining proportion of revenue.

¹ *The budgets and rates for each St. George service ancillary operation are approved by the University Affairs Board. Budgets for UTM and UTSC service ancillaries are recommended by the Campus Council and confirmed by the Executive Committee.*

² *The four funds are the operating fund, the ancillary operations fund, the capital fund, and restricted funds.*

Financial Summary

This report includes the proposed long-range plans for the five-year cycle 2019-20 to 2023-24 and summary financial schedules. Projections for future years (fiscal years 2020-21 to 2023-24) provide the framework in which the budgets will be prepared as foreseen at the time of preparation of this report. They are provided to facilitate planning, and will be updated as appropriate each year to reflect changes in demand and the most recent information available for the ancillaries' revenues and expenses.

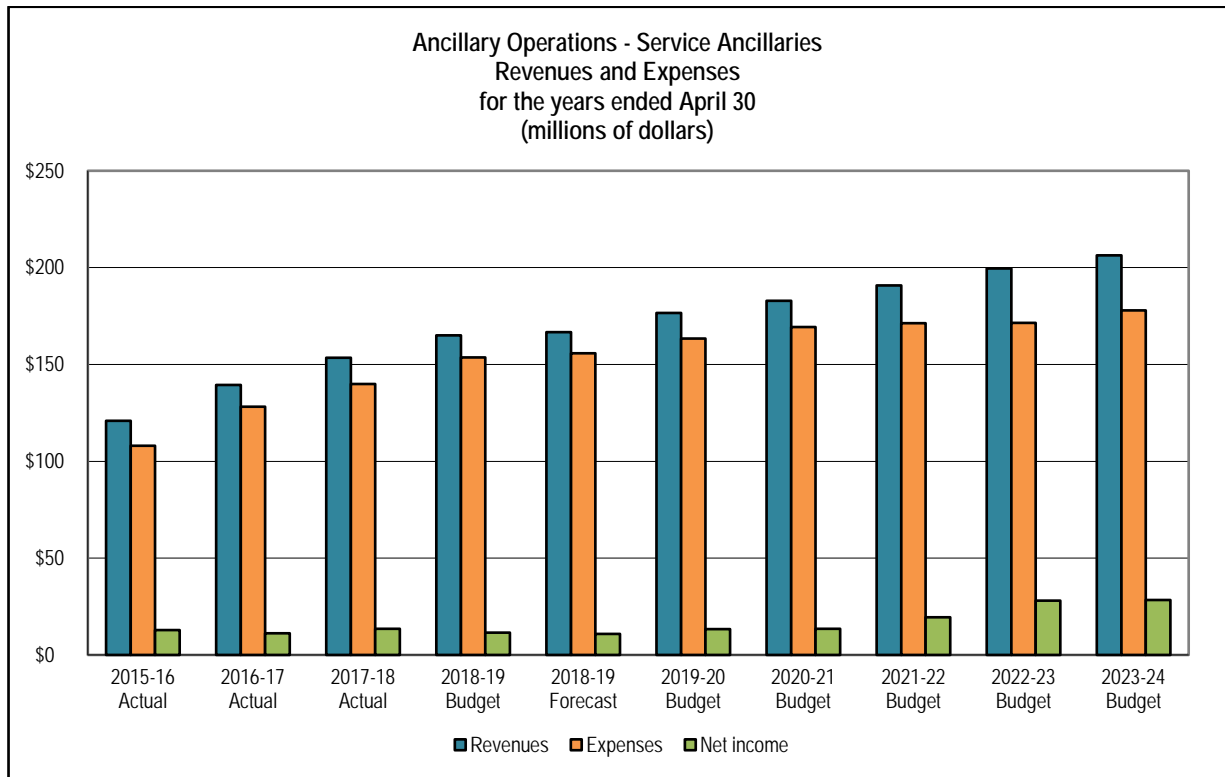
Budget Highlights

St. George Food & Beverage Services changed its business model as of August 1, 2016. The 2016-17 actuals reflect that the residential, retail and catering operations from the former St. George operation, the Chestnut Residence, and New College have been combined. Under this model, the sales from St. George Food & Beverage Services are recorded as revenue on a gross basis instead of reporting only the commission earned on food sales. This change in accounting method leads to an increase in both total revenues and total expenses. UTM Food Services combined with their Conference Services commencing May 1, 2018, with the combined operations now called Hospitality Services. St. George Food & Beverage Services also opened a new residential dining hall at CampusOne (245 College Street) and 2018-19 represents the first full year of operation. These changes explain some of the increases in revenues and expenses in the 2018-19 and the long-range plan under food and beverage/hospitality services. The number of parking spaces increased in 2018-19 with the completion of the parking garage at the new Myhal Centre for Engineering Innovation and Entrepreneurship building. More parking spaces will be available when the University takes possession of the garage at 730 Yonge Street in July 2019.

In 2017, the University entered into a partnership to develop a new residence at UTSC. The investment partner will provide the required cash equity and the University will provide a ground lease. However, all tenders came in at prices that were significantly higher than the amount forecasted by the cost consultants. The University is currently exploring how the project might be redesigned to make it more affordable to build and how the financial model might be modified in order to move

the project forward. The economic impact of the new residence on each ancillary is not included in this operating plan.

For the 2019-20 budget, the service ancillaries are anticipating a net income of \$13.3 million on \$176.6 million of revenues and \$163.3 million of expenses. The \$13.3 million budgeted net income for 2019-20 represents an increase of \$2.5 million over the 2018-19 forecast, an increase of 6% in revenues and 5% in expenses. The increases in net income can be attributable to food and beverage/hospitality services (\$2.1 million), parking/transportation services (\$0.4 million), residence and conference services (\$0.1 million), offset by Hart House (-\$0.1 million) (see page 5 for details).



	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	% to Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residences and conferences	82.2	77.0	81.3	81.4	83.8	87.7	50%	90.2	93.9	98.9	101.5
Food and beverage/hospitality	8.7	31.5	39.8	49.3	49.1	52.7	30%	54.8	57.2	59.2	61.3
Parking/transportation	13.2	13.6	14.9	15.4	15.1	16.4	9%	16.9	17.4	17.9	18.3
Hart House	16.9	17.2	17.5	19.0	18.7	19.8	11%	21.0	22.2	23.6	25.1
Total Revenue	121.0	139.3	153.5	165.1	166.7	176.6	100%	182.9	190.7	199.6	206.2
Total Expense	108.1	128.1	140.0	153.6	155.9	163.3		169.4	171.3	171.5	177.8
Total Net Income	12.9	11.2	13.5	11.5	10.8	13.3		13.5	19.4	28.1	28.4

The long-range plan projects revenues to increase by \$29.6 million (17%) from 2019-20 to 2023-24. Of this increase, \$13.8 million will come from residence and conference services, \$8.6 million from food and beverage/hospitality services, \$1.9 million from parking/transportation services and \$5.3 million from Hart House.

Residence rate increases are the main driver of the overall increase in revenues. The majority of residences are anticipating revenue growth with rental rate increases ranging from 3.3% to 6.1%, while maintaining their optimal occupancy rates for the fall and winter sessions. For 2019-20, Woodsworth Residence is including additional weekly suite cleaning services fee with their rate increase (6.1%). Revenues from summer business are challenging and variable, with a significant potential impact on net income.

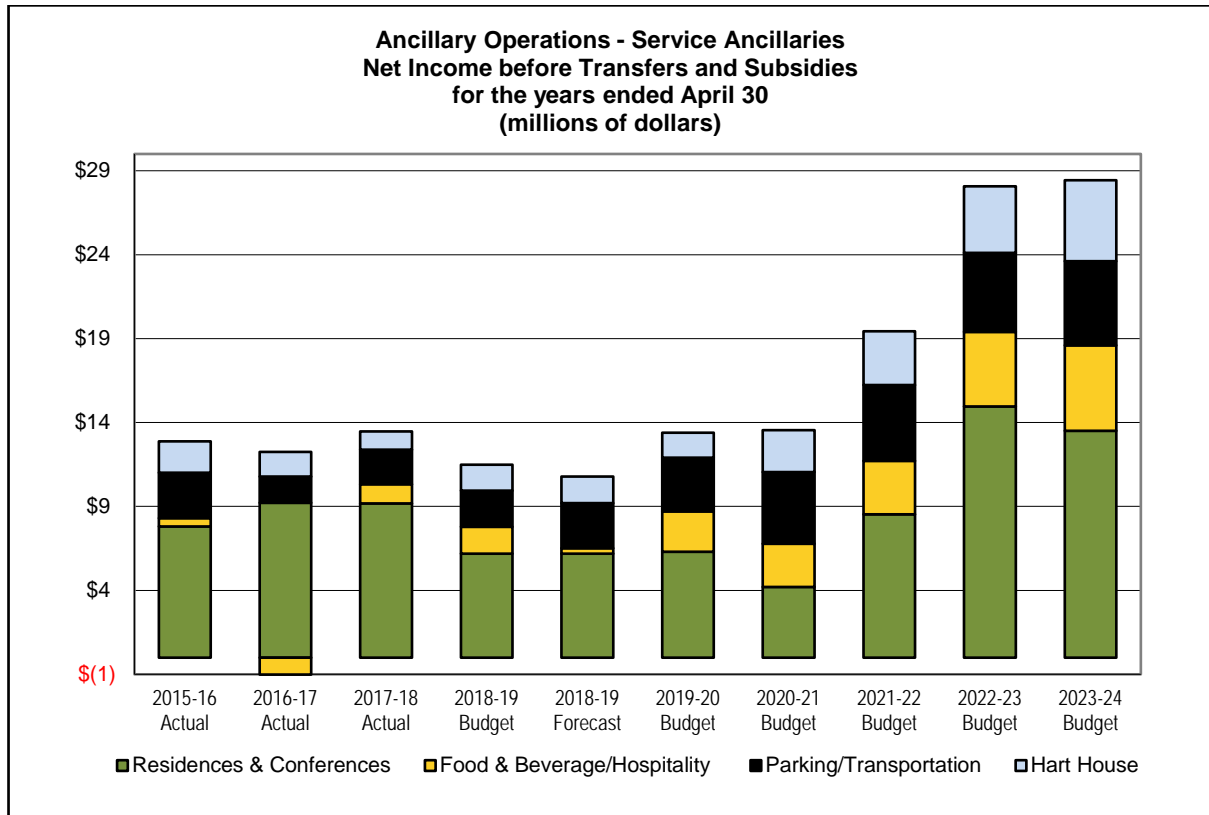
Food and beverage/hospitality services have incorporated sales improvements due to projected increases in enrolment and meal plan rates. The 2019-20 revenues budget also reflect sales from the new café in Highland Hall at UTSC, and new food service outlets and food court at UTM.

Parking/transportation services are projecting some revenue growth as a result of rate increases, enrolment growth, and the taking possession of the 730 Yonge St. Garage in July 2019. Rate increases are more in line with market comparators and create more accurate price differentiation between the different permit types and their locations. Although many initiatives have been introduced such as price increases, car sharing programs, the UTM shuttle program, and UPass (at UTM), there is continual pressure from a growing imbalance between parking supply and demand as a result of population growth and campus development. Parking/transportation services continue to monitor supply and demand and to build their reserves in preparation for any new parking structures, if required.

Hart House anticipates an increase in revenues as a result of rate increases in student fees and membership fees combined with enrolment increases. Hart House is projecting a balanced budget after setting aside reserves for programs, for major maintenance and for capital renewal. The capital renewal will be put towards an overall financing plan for the Hart House Infrastructure renewal.

Net Income

The 2019-20 budget anticipates net income before transfers of \$6.3 million from residence and conference services, \$2.4 million from food and beverage/hospitality services, \$3.1 million from parking/transportation services and \$1.5 million from Hart House. Parking/transportation services are allocating their annual net income to the new construction reserve or to repay an internal loan (UTM operation). Hart House is allocating their annual net income to capital renewal, operating and maintenance reserves.



	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	% to Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residences & conferences	7.8	9.2	8.8	6.2	6.2	6.3	48%	4.2	8.5	15.0	13.5
Food & beverage/ Hospitality	0.5	(1.0)	1.5	1.6	0.3	2.4	18%	2.5	3.2	4.4	5.1
Parking/Trans- portation	2.7	1.5	2.1	2.1	2.7	3.1	23%	4.3	4.5	4.7	5.0
Hart House	1.9	1.5	1.1	1.6	1.6	1.5	11%	2.5	3.2	4.0	4.8
Total Net Income	12.9	11.2	13.5	11.5	10.8	13.3	100%	13.5	19.4	28.1	28.4

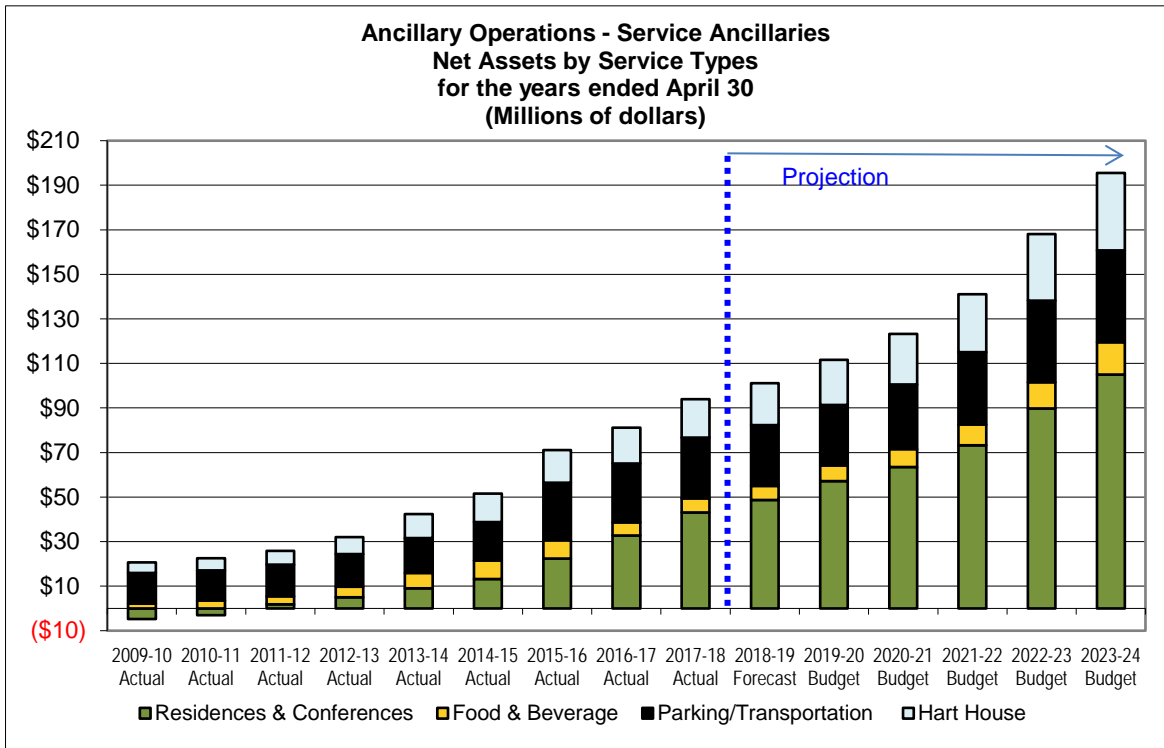
The outlook for net income over the next five years is positive since the plans include some rate increases each year while principal and interest payments on outstanding loans remain constant. The rate increases were part of the original expansion plans, and continue to be required to restore the ancillaries to a solid financial position. For some residences, rate increases are necessary to maintain the desired level of services, and to provide for annual maintenance and building improvements. Many older buildings have begun to show their age. To address this, the major maintenance budgets and capital renewal budgets were substantially increased in the past years and will continue to be a large percentage of their total expenditures. The long-range plan is showing an increase in net income of \$15.1 million, from \$13.3 million in 2019-20 to \$28.4 million in 2023-24. This is due to an increase of \$7.2 million from residence and conference services, \$3.3 million from Hart House, \$2.7 million from food and beverage/hospitality services and \$1.9 million from parking/transportation services.

Net Assets

Net assets reflect the net worth of the service ancillaries. Over time, net assets change due to: net income or loss for the year, transfers in or out of ancillary operations, and operating fund subsidies. Net assets are recorded in several sub-categories and the sum of these various categories represents the total net worth of each ancillary:

- The unrestricted net assets category represents net assets on hand that have not been set aside for any specific purpose.
- Various reserves such as the operating reserve, capital renewal reserve and new construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets. When those funds are spent there is an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the history of actual net assets for service ancillaries from 2009-10 to 2017-18 and projects the net assets in accordance with long-range plans to 2023-24.



This chart shows the impact of the major expansion of residence beds and the growth in other service ancillaries to accommodate the large increases in enrolment and student population that have occurred since 2003.

**Ancillary Operations – Service Ancillaries
Net Assets
for the years ended April 30
(millions of dollars)**

	2017-18 Actual	2018-19 Budget	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
UTM	7.0	6.1	6.4	9.4	7.7	8.0	12.2	13.2
UTSC	7.5	8.4	8.8	10.1	11.9	13.9	16.4	19.2
Innis College	3.9	3.9	4.2	4.6	5.1	5.7	6.4	7.3
New College	(1.1)	0.3	1.0	2.4	4.5	6.7	9.1	11.8
University College	6.8	8.0	6.7	7.3	7.8	8.7	10.2	11.9
Graduate House	6.1	5.8	7.1	7.9	8.5	9.2	10.1	10.9
Family Housing	5.8	5.9	5.8	5.7	7.3	8.1	9.1	10.1
Chestnut Residence	(0.7)	0.2	0.5	1.4	2.4	4.4	7.5	11.6
Woodworth College	7.6	7.2	8.2	8.2	8.3	8.5	8.7	9.0
Residences and conferences	42.9	45.8	48.7	57.0	63.5	73.2	89.7	105.0
Food and beverage/hospitality	6.3	7.1	6.3	7.1	8.0	9.4	11.7	14.5
Parking/transportation	27.3	26.8	27.3	27.1	29.0	32.4	36.7	41.2
Hart House	17.3	18.5	18.8	20.3	22.8	26.0	29.9	34.8
Total Net Assets	93.8	98.2	101.1	111.5	123.3	141.0	168.0	195.5

For 2018-19, the service ancillaries are forecasting total net assets of \$101.1 million. The St. George Family Housing ancillary also has a trust fund of \$0.8 million, which is reserved for major capital improvements based on the purchase agreement with the Ontario Housing Corporation. The 2019-20 budget projects total net assets of \$111.5 million.

Net assets are expected to grow to \$195.5 million by 2023-24, an increase of \$84.0 million from 2019-20. This is due to an increase of \$48.0 million from residence and conference services, \$7.4 million from food and beverage/hospitality services, \$14.1 million from parking/transportation services, and \$14.5 million from Hart House.

**Ancillary Operations - Service Ancillaries
Net Assets by Category
for the budget year 2019-20
(millions of dollars)**

	Unrestricted Surplus/ (Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	New Construction Reserve	Total Net Assets
Residences and conferences	(6.1)	34.7	12.8	7.7	8.0	57.1
Food and beverage/hospitality	(3.4)	6.6	0.8	0.7	2.4	7.1
Parking/transportation	0.0	16.4	0.7	1.0	8.9	27.0
Hart House	0.0	12.2	5.6	2.5	0.0	20.3
Total	(9.5)	69.9	19.9	11.9	19.3	111.5

The projected total net assets of \$111.5 million for 2019-20 consists of \$69.9 million investment in capital assets, \$19.9 million commitments to capital renewal, \$11.9 million in operating reserves, \$19.3 million in new construction reserves, partially offset by \$9.5 million in unrestricted deficit (see schedules II and III on page 13 and 14 for details).

As depreciation is charged and funded from future revenues, the \$69.9 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit. Residences with accumulated deficits are charged interest on their deficits and must absorb any interest changes on this short-term financing of deficits (note that all long-term loans are at a fixed rate).

Ancillary Debt

For 2019-20, the service ancillaries are projecting a total outstanding debt of \$140.1 million (on original loans issued of \$305.3 million), of which \$124.3 million is for residence services and \$15.8 million for parking/transportation services. The estimated principal and interest repayment on the debt for residence services is projected to be \$20.5 million in 2019-20, representing 23% of revenues. The estimated interest costs on debt for residence services will be \$8.6 million (10% of revenues or 11% of expenses). However, on an individual residence basis, principal and interest costs can be as high as 37% of revenues. The majority of this debt is allocated to the residence ancillaries and was the main reason many of the residence ancillaries did not break even in the past. Subsidies were provided to some ancillaries from the University's operating budget and from existing operations with a plan that they would break even annually in year five and cumulatively in year eight from inception of the building capital project.

**Ancillary Operations - Service Ancillaries
Principal Loan Balances
For the years ended April 30
(millions of dollars)**

	2017-18 Actual	2018-19 Forecast	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Residences							
UTM	35.1	32.3	29.3	26.9	24.4	21.6	18.7
UTSC	10.3	9.6	8.8	7.9	7.1	6.1	5.0
Innis College	0.6	0.1	-	-	-	-	-
New College	15.8	14.4	13.2	11.9	10.6	9.2	7.7
University College	10.6	10.0	9.4	8.7	8.0	7.2	6.4
Graduate House	8.3	7.3	6.2	5.0	3.7	2.3	0.8
Family Housing	8.5	7.2	6.0	4.9	4.2	3.3	2.4
Chestnut Residence	45.3	42.1	38.8	35.2	31.3	27.2	22.8
Woodsworth College	15.8	13.8	12.6	11.4	10.1	8.7	7.2
	150.3	136.8	124.3	111.9	99.4	85.6	71.0
Parking/transportation							
UTM	7.5	7.0	6.3	5.7	5.0	4.3	3.5
UTSC	5.0	4.7	4.3	3.9	3.5	3.0	2.6
St. George	6.3	5.8	5.2	4.6	4.0	3.3	2.6
	18.8	17.5	15.8	14.2	12.5	10.6	8.7
Total Loan Balance	169.1	154.3	140.1	126.1	111.9	96.2	79.7

Factors such as enrolment growth, the first-year residence guarantee program, and demand from upper-year students to return to residence have continued to sustain the optimal fall and winter session occupancy rates for residence services. In order to increase residence spaces, the building expansion on all three campuses initially put a

strain on the financial viability of most residence operations. Minimal down payments for new residence buildings resulted in substantial debt, leading to large annual principal and interest costs. The impact of this debt led to financial deficits in two residences and continues to impact their long-range budget plans. Residence ancillary operations with buildings supported by partial down payments, donations or operating fund subsidies have been more financially sound. Increasing repairs and maintenance costs for older buildings have led to increased operating costs for some residence operations. Over the years, most of the residence operations have returned to fiscal health as the fixed principal and interest payments have declined as a percentage of total revenues and expenses.

Capital Expenditures

Individual capital projects are approved in accordance with the Policy on Capital Projects. The service ancillary operations 2019-20 capital budgets are summarized in schedule V (page 18). Major capital projects included in this operating plan are:

- UTM & UTSC Residences have planned major renovations to the townhouses in order to extend their useful life;
- Innis College will completely refurbish all four elevators of the residence;
- New College will replace the fire alarm system at Wetmore Hall;
- University College will continue to renovate and upgrade all three residence buildings including lock replacement for Sir Daniel Wilson Hall and Whitney Hall;
- Graduate House will contribute to the design phase of the Harbord Residence and will begin a multi-year roof replacement project;
- Chestnut Residence will refurbish the bathrooms and corridors on the resident floors and will replace the packaged terminal air conditioners units which supply heating and cooling to the resident rooms;
- Woodworth College will purchase a key card system and replace the lobby furniture;
- Food and beverage/hospitality services will make a total capital investment of \$1.2 million to renovate food outlets, the kitchen and serveries on the St. George campus, and to purchase equipment and furniture.
- Hart House plans to replace the roof over the skylight and attic, and purchase furniture and appliances for the renovated Arbor room.

With the anticipation of future growth, UTM and UTSC residences, Family Housing, UTM Hospitality, UTSC Food Services, UTM and UTSC parking and UTM Transportation Services are allocating any unrestricted surplus to the new construction reserve for potential major capital projects, new food courts or new parking structures. However, due to uncertainties, revenues and expenses related to these construction projects have not been included in the proposed budget.

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED OPERATING RESULTS FOR THE YEAR ENDING APRIL 30, 2020
(with comparative forecasted surplus for the year ending April 30, 2019)

SCHEDULE I

	Revenues	Expenses	Net Income before Transfers	Transfers in (out)	Net Income (loss) after Transfers 2020	Forecast 2019
RESIDENCE SERVICES						
UTM	16,803	13,880	2,923	-	2,923	181
UTSC	8,383	7,106	1,277	-	1,277	1,278
Innis College	4,036	3,300	736	(345)	391	256
New College	11,081	10,431	650	828	1,478	2,045
University College	8,057	7,329	728	(150)	578	(99)
Graduate House	5,163	4,994	169	521	690	1,113
Family Housing	10,016	9,149	867	(881)	(14)	(15)
Chestnut Residence	17,162	18,364	(1,202)	2,085	883	1,180
Woodsworth College	5,445	5,249	196	-	196	418
Total Residence Services	<u>86,146</u>	<u>79,802</u>	<u>6,344</u>	<u>2,058</u>	<u>8,402</u>	<u>6,357</u>
CONFERENCE SERVICES						
UTSC	1,592	1,592	-	-	-	8
Total Conference Services	<u>1,592</u>	<u>1,592</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>8</u>
FOOD AND BEVERAGE/HOSPITALITY SERVICES						
UTM Hospitality	3,621	3,599	22	-	22	793
UTSC	1,034	916	118	(70)	48	78
St. George Campus	43,904	41,810	2,094	(1,371)	723	(813)
University College	4,131	3,983	148	(150)	(2)	(89)
Total Food and Beverage/Hospitality Services	<u>52,690</u>	<u>50,308</u>	<u>2,382</u>	<u>(1,591)</u>	<u>791</u>	<u>(31)</u>
PARKING/ TRANSPORTATION SERVICES						
UTM	4,538	3,618	920	(1,356)	(436)	(786)
UTSC	4,273	2,326	1,947	(415)	1,532	1,314
St. George Campus	7,611	7,316	295	(1,652)	(1,357)	(522)
Total Parking/ Transportation Services	<u>16,422</u>	<u>13,260</u>	<u>3,162</u>	<u>(3,423)</u>	<u>(261)</u>	<u>6</u>
HART HOUSE	<u>19,786</u>	<u>18,328</u>	<u>1,458</u>	<u>-</u>	<u>1,458</u>	<u>1,581</u>
TOTAL	<u><u>176,636</u></u>	<u><u>163,290</u></u>	<u><u>13,346</u></u>	<u><u>(2,956)</u></u>	<u><u>10,390</u></u>	<u><u>7,921</u></u>

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

SCHEDULE II

(thousands of dollars)

Service Ancillaries	Objectives to be met within the 2019-20 Budget:				2019-2020			2019-2020	2021-2022	2023-2024		
					Projected Unrestricted Surplus/(Deficit)	Projected investment in capital assets	Projected Commitments to Capital Renewal (Schedule III)	Projected operating reserve (Schedule III.1)	Projected new construction reserve (Schedule III.1)	Net Assets	Net Assets	Net Assets
	1	2	3	4								
Residence Services												
UTM	Yes	Yes	Yes	No	-	6,369	50	1,044	1,893	9,356	7,971	13,239
UTSC	Yes	Yes	Yes	No	-	2,644	914	865	3,969	8,392	12,191	17,295
Innis College	Yes	Yes	Yes	Yes	-	1,388	2,667	537	-	4,592	5,658	7,307
				345								
New College	Yes	Yes	No	No	(471)	2,301	600	-	-	2,430	6,704	11,783
University College	Yes	Yes	Yes	Yes	1,824	3,323	1,623	543	-	7,313	8,684	11,904
				150								
Graduate House	Yes	Yes	Yes	Yes	20	6,537	649	715	-	7,921	9,245	10,896
				1								
Family Housing **	Yes	Yes	Yes	Yes	119	381	3,250	739	1,250	5,739	8,133	10,133
				5								
Chestnut Residence	Yes	No	No	No	(7,516)	8,909	-	-	-	1,393	4,394	11,570
Woodsworth College	Yes	Yes	Yes	No	-	2,770	3,000	2,478	-	8,248	8,502	9,044
Conference Services												
UTSC	Yes	Yes	Yes	No	-	9	1	796	882	1,688	1,761	1,876
Food and Beverage/Hospitality Services												
UTM Hospitality	Yes	Yes	Yes	No	-	2,972	10	263	2,299	5,544	5,277	5,317
UTSC	Yes	Yes	Yes	Yes	-	716	7	173	106	1,002	1,061	1,114
St. George Campus	No	No	No	No	(3,434)	2,736	-	-	-	(698)	1,618	6,155
University College	Yes	Yes	Yes	Yes	(13)	232	746	252	-	1,217	1,483	1,929
				150								
Parking/ Transportation Services												
UTM *	Yes	Yes	Yes	No	-	9,056	10	202	-	9,268	9,731	12,809
UTSC	Yes	Yes	Yes	Yes	-	323	231	302	8,890	9,746	13,344	17,157
				415								
St. George Campus	Yes	Yes	Yes	Yes	-	7,043	500	493	14	8,050	9,287	11,266
				152								
Hart House												
	Yes	Yes	Yes	No	-	12,216	5,594	2,488	-	20,298	25,973	34,773
Summary totals				1,218	(9,471)	69,925	19,852	11,890	19,303	111,499	141,017	195,567

OBJECTIVES:

Plans reflect (yes) or do not reflect (no) that the Ancillary:

1. Operates without a subsidy from the operating budget.
2. Includes all costs of capital renewal including deferred maintenance.
3. Generates sufficient surplus to cover operating contingencies.
4. Contributes net revenue to the operating budget.

* UTM Parking - No Deferred Maintenance required

** Family Housing has a trust fund for major capital renewal as per purchase agreement with OHC

*** UTM Food Services and Conference services will be combined starting May 1st 2018 and collectively called as "Hospitality Services"

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR CAPITAL RENEWAL
FOR THE YEARS ENDING APRIL 30, 2020 AND APRIL 30, 2024

SCHEDULE III

	Forecast Balance May 1, 2019	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2020	Balance April 30, 2024
RESIDENCE SERVICES				
UTM	50	-	50	50
UTSC	587	327	914	718
Innis College	3,376	(709)	2,667	3,170
New College	950	(350)	600	600
University College	1,654	(31)	1,623	1,654
Graduate House	1,300	(651)	649	1,644
Family Housing *	3,250		3,250	5,250
Chestnut Residence	200	(200)	-	-
Woodsworth College	3,000	-	3,000	4,000
Total Residence Services	14,367	(1,614)	12,753	17,086
CONFERENCE SERVICES				
UTSC	1	-	1	1
Total Conference Services	1	-	1	1
FOOD AND BEVERAGE/HOSPITALITY SERVICES				
UTM Hospitality	10	-	10	10
UTSC	7	-	7	7
St. George Campus	-	-	-	1,000
University College	712	34	746	605
Total Food and Beverage/Hospitality Services	729	34	763	1,622
PARKING/ TRANSPORTATION SERVICES				
UTM	10	-	10	10
UTSC	251	(20)	231	138
St. George Campus	500	-	500	500
Total Parking/ Transportation Services	761	(20)	741	648
HART HOUSE	5,331	263	5,594	15,664
TOTAL	21,189	(1,337)	19,852	35,021

* Family Housing has a trust fund set up as part of the purchase agreement whereby the ancillary contributes \$600,000 annually to the fund and major capital projects are expensed through this fund. The fund balance at April 30, 2019 is expected to be \$353,472 and \$0 in 2020-21.

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED FUNDS TO BE COMMITTED FOR OPERATING AND NEW CONSTRUCTION RESERVES
FOR THE YEARS ENDING APRIL 30, 2020 THROUGH APRIL 30, 2024

	OPERATING RESERVE				NEW CONSTRUCTION RESERVE			
	Balance May 1, 2019	Increase or (decrease) in operating reserve	Balance operating reserve April 30, 2020	Balance operating reserve April 30, 2024	Balance May 1, 2019	Increase or (decrease) in construction reserve	Balance new construction reserve April 30, 2020	Balance new construction reserve April 30, 2024
RESIDENCE SERVICES								
UTM	975	69	1,044	1,125	1,204	689	1,893	5,603
UTSC	814	51	865	1,016	3,549	420	3,969	11,606
Innis College	529	8	537	626	-	-	-	-
New College	-	-	-	-	-	-	-	-
University College	557	(14)	543	589	-	-	-	-
Graduate House	696	19	715	789	-	-	-	-
Family Housing	330	409	739	772	1,250	-	1,250	3,500
Chestnut Residence	-	-	-	-	-	-	-	-
Woodsworth College	2,608	(130)	2,478	3,416	-	-	-	-
Total Residence Services	6,509	412	6,921	8,333	6,003	1,109	7,112	20,709
CONFERENCE SERVICES								
UTSC	828	(32)	796	923	857	25	882	950
Total Conference Services	828	(32)	796	923	857	25	882	950
FOOD AND BEVERAGE/HOSPITALITY SERVICES								
UTM Hospitality	228	35	263	291	2,110	189	2,299	4,152
UTSC	168	5	173	186	270	(164)	106	460
St. George Campus	-	-	-	1,397	-	-	-	-
University College	253	(1)	252	265	-	-	-	-
Total Food and Beverage/Hospitality Services	649	39	688	2,139	2,380	25	2,405	4,612
PARKING/ TRANSPORTATION SERVICES								
UTM	198	4	202	219	-	-	-	5,255
UTSC	276	26	302	363	7,328	1,562	8,890	16,468
St. George Campus	482	11	493	504	1,649	(1,635)	14	5,504
Total Parking/ Transportation Services	956	41	997	1,086	8,977	(73)	8,904	27,227
HART HOUSE	2,853	(365)	2,488	3,021	-	-	-	-
TOTAL	11,795	95	11,890	15,502	18,217	1,086	19,303	53,498

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED ANNUAL OPERATING RESULTS
FOR THE YEARS ENDING APRIL 30, 2019 THROUGH APRIL 30, 2024

	2018-2019 (Forecast)			2019-2020			2020-2021		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers
RESIDENCE SERVICES									
UTM	181	-	181	2,923	-	2,923	(1,676)	-	(1,676)
UTSC	1,278	-	1,278	1,277	-	1,277	1,744	-	1,744
Innis College	506	(250)	256	736	(345)	391	858	(348)	510
New College	1,243	802	2,045	650	828	1,478	1,179	853	2,032
University College	51	(150)	(99)	728	(150)	578	662	(150)	512
Graduate House	593	520	1,113	169	521	690	540	21	561
Family Housing	1,266	(1,281)	(15)	867	(881)	(14)	351	1,237	1,588
Chestnut Residence	634	546	1,180	(1,202)	2,085	883	393	615	1,008
Woodsworth College	418	-	418	196	-	196	83	-	83
Total Residence Services	6,170	187	6,357	6,344	2,058	8,402	4,134	2,228	6,362
CONFERENCE SERVICES									
UTSC	8	-	8	-	-	-	63	(25)	38
Total Conference Services	8	-	8	-	-	-	63	(25)	38
FOOD AND BEVERAGE/HOSPITALITY SERVICES									
UTM Hospitality	30	763	793	22	-	22	(145)	-	(145)
UTSC	203	(125)	78	118	(70)	48	72	(40)	32
St. George Campus	44	(857)	(813)	2,094	(1,371)	723	2,388	(1,475)	913
University College	61	(150)	(89)	148	(150)	(2)	262	(150)	112
Total Food and Beverage/Hospitality Services	338	(369)	(31)	2,382	(1,591)	791	2,577	(1,665)	912
PARKING/ TRANSPORTATION SERVICES									
UTM	746	(1,532)	(786)	920	(1,356)	(436)	1,404	(1,839)	(435)
UTSC	1,680	(366)	1,314	1,947	(415)	1,532	2,169	(437)	1,732
St. George Campus	264	(786)	(522)	295	(1,652)	(1,357)	706	(105)	601
Total Parking/ Transportation Services	2,690	(2,684)	6	3,162	(3,423)	(261)	4,279	(2,381)	1,898
HART HOUSE	1,581	-	1,581	1,458	-	1,458	2,490	-	2,490
TOTAL	10,787	(2,866)	7,921	13,346	(2,956)	10,390	13,543	(1,843)	11,700

UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS BUDGET SUMMARY
PROJECTED ANNUAL OPERATING RESULTS

	2021-2022			2022-23			2023-24		
	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income (loss) before Transfers	Transfers in (out)	Net Income (loss) after Transfers	Net Income before Transfers	Transfers in (out)	Net Income after Transfers
RESIDENCE SERVICES									
UTM	291	-	291	4,229	-	4,229	1,038	-	1,038
UTSC	2,054	-	2,054	2,441	-	2,441	2,664	-	2,664
Innis College	908	(351)	557	978	(279)	699	1,074	(125)	949
New College	1,363	879	2,242	1,540	905	2,445	1,702	932	2,634
University College	1,009	(150)	859	1,635	(150)	1,485	1,885	(150)	1,735
Graduate House	741	22	763	795	23	818	809	24	833
Family Housing	592	215	807	785	218	1,003	775	221	996
Chestnut Residence	1,349	645	1,994	2,251	863	3,114	3,150	912	4,062
Woodsworth College	171	-	171	225	-	225	317	-	317
Total Residence Services	8,478	1,260	9,738	14,879	1,580	16,459	13,414	1,814	15,228
CONFERENCE SERVICES									
UTSC	59	(25)	34	78	(25)	53	88	(25)	63
Total Conference Services	59	(25)	34	78	(25)	53	88	(25)	63
FOOD AND BEVERAGE/HOSPITALITY SERVICES									
UTM Hospitality	(122)	-	(122)	(58)	-	(58)	99	-	99
UTSC	68	(40)	28	64	(40)	24	68	(40)	28
St. George Campus	2,934	(1,531)	1,403	4,084	(1,994)	2,090	4,527	(2,079)	2,448
University College	305	(150)	155	349	(150)	199	396	(150)	246
Total Food and Beverage/Hospitality Services	3,185	(1,721)	1,464	4,439	(2,184)	2,255	5,090	(2,269)	2,821
PARKING/ TRANSPORTATION SERVICES									
UTM	1,457	(559)	898	1,513	-	1,513	1,564	-	1,564
UTSC	2,318	(451)	1,867	2,295	(468)	1,827	2,469	(484)	1,985
St. George Campus	744	(108)	636	898	54	952	977	51	1,028
Total Parking/ Transportation Services	4,519	(1,118)	3,401	4,706	(414)	4,292	5,010	(433)	4,577
HART HOUSE	3,186	-	3,186	3,965	-	3,965	4,835	-	4,835
TOTAL	19,427	(1,604)	17,823	28,067	(1,043)	27,024	28,437	(913)	27,524

**UNIVERSITY OF TORONTO
SERVICE ANCILLARY OPERATIONS
SUMMARY OF 2019-2020 CAPITAL BUDGETS
(with comparative figures for 2018-2019)**

	<u>2019-2020</u>	<u>2018-2019</u>
RESIDENCE SERVICES		
UTM	1,910	590
UTSC	811	675
Innis College	1,150	500
New College	515	490
University College	952	902
Graduate House	2,762	48
Family Housing	-	-
Chestnut Residence	841	810
Woodsworth College	660	351
Total Residence Services	<u>9,601</u>	<u>4,366</u>
CONFERENCE SERVICES		
UTSC	10	-
Total Conference Services	<u>10</u>	<u>-</u>
FOOD AND BEVERAGE/HOSPITALITY SERVICES		
UTM Hospitality	431	882
UTSC	305	245
St. George Campus	475	344
University College	10	20
Total Food and Beverage/Hospitality Services	<u>1,221</u>	<u>1,491</u>
PARKING/ TRANSPORTATION SERVICES		
UTM	-	-
UTSC	26	15
St. George Campus	1,000	600
Total Parking/ Transportation Services	<u>1,026</u>	<u>615</u>
HART HOUSE		
	<u>1,540</u>	<u>1,741</u>
TOTAL	<u><u>13,398</u></u>	<u><u>8,213</u></u>

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE \$	2018/19 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>RESIDENCE SERVICES</u>					
<u>UTM</u>					
<u>Undergraduate Students</u>					
Townhouses(Schreiberwood,McLuhan, Leacock)	9,822	9,467	355	3.7	3.7
Townhouses(Putnam)	10,947	9,467	1,480	15.6	3.7
Suites (Roy Ivor Hall & Erindale Hall) Single	10,947	10,526	421	4.0	4.0
Suites (Erindale Hall) Double	7,116	6,842	274	4.0	-
Dormitory (Oscar Peterson Hall)	10,344	9,946	398	4.0	9.0
Premium Townhouse MaGrath Valley (Single)	10,644	9,946	698	7.0	(1.7)
Premium Townhouse MaGrath Valley(Double)	6,919	6,465	454	7.0	-
<u>Schreiberwood:</u>					
Small Bachelors					
Graduate Student Housing (Sep to Apr)	8,603	8,292	311	3.8	3.8
Medical Student Housing (Sep to May)	9,678	9,328	350	3.8	3.7
Large Bachelors					
Graduate Student Housing (Sep to Apr)	9,042	8,715	327	3.8	3.8
Medical Student Housing (Sep to May)	10,172	9,804	368	3.8	3.7
<u>Family Student Housing -Monthly Rate</u>					
3 bedroom					
May to Aug	1,730	1,667	63	3.8	5.0
Sep to Apr	1,795	1,730	65	3.8	3.8
4 bedroom					
May to Aug	1,793	1,728	65	3.8	5.0
Sep to Apr	1,860	1,793	67	3.7	3.8
<u>UTSC</u>					
<u>Winter</u>					
Phase I - III single	8,990	8,562	428	5.0	3.0
Phase I - small Room (1 Room)	8,057	7,674	383	5.0	-
Phase IV single	10,105	9,624	481	5.0	3.0
Phase I shared	6,657	6,340	317	5.0	3.0
Phase I shared basement	5,991	5,706	285	5.0	3.0
Phase IV shared	7,532	7,173	359	5.0	-
<u>Summer</u>					
Phase I - III (May - August)	4,259	4,056	203	5.0	3.0
Visitor Weekly Rate	266	253	13	5.0	3.0
Phase IV Foley Hall (May - August)	4,564	4,346	218	5.0	3.0
Visitor Weekly Rate	285	272	14	5.0	3.0

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE \$	2018/19 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
RESIDENCE SERVICES					
St. George Campus					
<u>Innis College</u>					
Innis College - Winter	9,991	9,516	475	4.99	4.99
Innis College - Summer	3,256	3,177	79	2.50	2.5
<u>New College</u>					
<u>Winter</u>					
<u>Residence Room - Wilson Hall & Wetmore Hall</u>					
Double room (per bed)	7,825	7,650	175	2.3	3.0
Single room	9,450	9,150	300	3.3	3.7
Bed-over-desk double room (per bed)	6,425	6,250	175	2.8	2.5
<u>Residence Room - 45 Willcocks</u>					
Double room (per bed)	8,475	8,225	250	3.0	3.1
Single room	10,075	9,750	325	3.3	3.7
<u>Summer - Single</u>					
Continuing New College Students					
Sessional	2,700	2,562	139	5.4	1.6
Registered Students					
Sessional	2,678	2,472	206	8.3	(1.7)
Others					
Sessional	2,781	2,575	206	8.0	(1.8)
<u>Summer - Double</u>					
Continuing New College Students					
Sessional	2,268	2,180	88	4.0	2.4
Registered Students					
Sessional	2,163	2,060	103	5.0	1.3
Others					
Sessional	2,266	2,163	103	4.8	1.1
<u>University College</u>					
SDW	9,170	8,775	395	4.5	4.8
SDW Standard Doubles	8,199	7,999	200	2.5	3.0
WH Standard Singles	9,170	8,775	395	4.5	4.8
WH & SDW Alcove Singles	8,199	7,999	200	2.5	3.0
WH Doubles	8,199	7,999	200	2.5	3.0
MH Singles	9,885	9,414	471	5.0	6.0

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE \$	2018/19 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>RESIDENCE SERVICES</u>					
St. George Campus					
<u>Graduate House</u>					
Grad. House Res/month - Single - premium	1,231	1,161	70	6.0	3.0
Grad. House Res/month - Single - regular	1,102	1,040	62	6.0	3.0
Grad. House Res/month - Singles in suite 970	977	922	55	6.0	3.0
Grad. House Res/month - Singles in suite 670	1,062	1,002	60	6.0	3.0
Grad. House Res/month - Regular Double	842	794	48	6.0	3.0
<u>Family Housing</u>					
Bachelor	796	769	27	3.5	2.0
1 bedroom (standard)	987	954	33	3.5	2.0
1 bedroom (20) 'B'	1,003	969	34	3.5	2.0
1 bedroom (large) 'A'	1,046	1,011	35	3.5	2.0
1 bedroom (19/23) 'C'	1,071	1,035	36	3.5	2.0
1 bedroom (Extra Large)'D'	1,297	1,253	44	3.5	2.0
2 bedroom (standard)	1,305	1,261	44	3.5	2.0
<u>Chestnut Residence</u>					
Single	13,868	13,208	660	5.0	5.0
Double	10,990	10,467	523	5.0	3.0
<u>Summer Rates per month</u>					
Single	1,440	1,392	48	3.4	2.0
Double	1,110	1,066	44	4.1	2.0
<u>Summer Rates full summer</u>					
Single	4,527	4,436	91	2.1	(0.7)
Double	2,781	2,725	56	2.1	(0.8)
<u>Summer Rates full summer with discount</u>					
Single	3,849	3,774	75	2.0	(0.7)
Double	2,365	2,315	50	2.2	(0.9)
<u>Woodsworth College</u>					
Woodsworth College - Winter	10,359	9,766	593	6.1	3.0
<u>HART HOUSE</u>					
St. George Full Time	97.96	89.40	8.56	9.57	3.5
St. George Part Time	19.61	17.90	1.71	9.57	3.5
Scarborough & Mississauga (Full time)	3.01	2.74	0.26	9.57	3.5
Scarborough & Mississauga (Part time)	0.60	0.55	0.05	9.57	3.5

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE \$	2018/19 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>PARKING/ TRANSPORTATION SERVICES</u>					
UTM					
CCT Garage- Annual	1,190.96	1,082.69	108.27	10.0	3.0
Reserved (P1 and P5)-Annual	1,104.34	1,082.69	21.65	2.0	-
Unreserved (Lots P4, P8, and P9) Annual	762.60	747.65	14.95	2.0	3.0
Student Unreserved (Lots P4, P8 and P9) (Sessional)	317.73	311.50	6.23	2.0	3.0
Unreserved - afternoon - (after 3:30pm) - Annual	224.40	220.00	4.40	2.0	4.8
Commercial - Annual	1,277.63	1,252.58	25.05	2.0	3.0
Pay & Display					
Pay & Display (daily maximum) (6:30 am - 8:00 a.m. next day)	15.00	15.00	-	-	7.1
Pay & Display (evening/weekend) (5:00 pm - 8:00 a.m. next day)	6.00	6.00	-	-	-
Pay & Display per half hour (6:30 am - 5:00 p.m)	2.50	2.50	-	-	-
Pay & Display per half hour (weekdays 5:00pm to 8am next day; weekends & holidays)	1.00	1.00	-	-	-
UTSC					
Permits					
<u>South Lot:</u>					
Annual, South Lot Employee Premium	1,284.24	1,223.09	61.15	5.0	3.0
Annual, South Lot Employee Reserved	1,708.06	1,626.72	81.34	5.0	3.0
Annual, Ring Road Employee	1,155.83	1,100.79	55.04	5.0	3.0
Summer Term	256.86	244.63	12.23	5.0	3.0
Residence Fall/ Winter term	909.20	865.91	43.29	5.0	3.0
Residence - Summer term	227.31	216.49	10.82	5.0	3.0
Evening Payroll, Employee Annual	592.77	564.55	28.22	5.0	3.0
<u>North Lot:</u>					
Annual North Lot, Premium (Lot K)	1,284.24	1,223.09	61.15	5.0	3.0
Annual North Lot, Payroll Employee	987.90	940.86	47.04	5.0	3.0
Student, Fall/ Winter	789.74	752.14	37.60	5.0	3.0
Monthly Student North Lot Permit	110.56	105.30	5.26	5.0	-
Fall or Winter Term	442.26	421.20	21.06	5.0	3.0
Summer term	198.16	188.72	9.44	5.0	3.0
Centennial Permit (Sep - May)	917.67	873.97	43.70	5.0	5.0
Centennial Summer Permit	458.84	436.99	21.85	5.0	5.0
Cash Parking					
<u>South Lots</u>					
Peak period Hourly rate	3.50	3.00	0.50	16.7	-
Flat rate- Evening	7.00	6.00	1.00	16.7	-
Flat rate- Weekend	6.00	5.00	1.00	20.0	-
Summer - Conference - Daily Rate	6.00	5.40	0.60	11.1	-
Summer - Conference - Youth bed rate	2.00	1.75	0.25	14.3	-

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE	2018/19 RATE	INCREASE	INCREASE	PRIOR YEAR'S INCREASE
	\$	\$	\$	%	%

PARKING/ TRANSPORTATION SERVICES**UTSC**Instructional Center Lot K: Current Permits only

Flat Rate, Day	14.00	10.00	4.00	40.0	-
Flat Rate, Evening	7.00	5.00	2.00	40.0	-
Flat Rate, Weekend	6.00	4.00	2.00	50.0	-

Lots F, G and H (North Lots)

Flat Rate, Day	10.00	8.50	1.50	17.6	-
Flat Rate, Evening	6.00	5.00	1.00	20.0	-
Flat Rate, Weekend	5.00	3.00	2.00	66.7	-

St. George Campus**Permit**

Faculty of Education	140	135	5	3.7	3.8
School of Continuing Ed(158 St George St)	315	305	10	3.3	5.2
42 Harbord Street	140	135	5	3.7	3.8
Graduate Garage (Lot N)	155	150	5	3.3	7.1
OISE Garage (Lot I)	155	155	-	-	3.3
Bedford Rd. (Lot M)	200	195	5	2.6	2.6
St. George Garage (Lot P)	180	175	5	2.9	9.4
Faculty of Law	240	235	5	2.1	4.4
BCIT (Lot C)	200	195	5	2.6	2.6
McLennan Physics (Reserved)	250	235	15	6.4	4.4
McLennan Physics(Lot B)	200	195	5	2.6	-
E/S Hart House Circle(Lot U)	190	185	5	2.7	5.7
Triangle	260	255	5	2.0	4.1
Front Campus (KCC & HHC) (Lot R)	245	240	5	2.1	4.3
Lot A Garage (55 St George St.)	320	305	15	4.9	-
Galbraith Rd.	260	255	5	2.0	4.1
200 College St.(Rear)/I.S.C.	260	255	5	2.0	4.1
Tower Road - Unreserved	140	135	5	3.7	3.8
Tower Road - Reserved	260	255	5	2.0	4.1
256 McCaul Street - Reserved	260	255	5	2.0	4.1
155 College Street - Garage	285	275	10	3.6	5.8
155 College Street - Surface	260	255	5	2.0	4.1
100 College St. (Banting)	140	135	5	3.7	3.8
112 College St. (Best) (Lot K)	200	195	5	2.6	2.6
88 College St. (Women's college)(Lot L)	200	195	5	2.6	2.6
Dentistry - Garage	240	235	5	2.1	4.4
Dentistry - Surface	220	215	5	2.3	4.9
6 King's College Road(Lot O)	260	255	5	2.0	6.3
730 Yonge St. Garage	203	-	-	-	-

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE \$	2018/19 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
<u>PARKING/ TRANSPORTATION SERVICES</u>					
St. George Campus					
Permit Misc					
Commercial monthly	280.00	275.00	5	1.8	10.0
Commercial weekly	86.00	84.00	2	2.4	9.8
After 4pm parking	80.00	75.00	5	6.7	2.0
Summer Conference monthly	240.00	235.00	5	2.1	4.1
Summer Conference weekly	84.00	81.00	3	3.7	3.5
UTM/UTSC designated lot	55.00	52.50	2.5	4.8	5.3
UTM/UTSC hunting permit	90.00	85.00	5	5.9	5.1
24-Hour Reserve	315.00	305.00	10	3.3	5.2
24-Hour Reserve (Lot A Garage)	350.00	305.00	45	14.8	-
24-Hour Reserve (256 McCaul)	315.00	305.00	10	3.3	5.2
Z-Permit (unrestricted)	260.00	255.00	5	2.0	4.1
Motorcycle	36.00	35.00	1	2.9	4.5

SCHEDULE OF 2019-2020 ANCILLARY RATES

	2019/20 RATE \$	2018/19 RATE \$	INCREASE \$	INCREASE %	PRIOR YEAR'S INCREASE %
FOOD AND BEVERAGE/HOSPITALITY SERVICES					
UTM					
Group A					
Regular+250	4,330	4,250	80	1.9	4.3
Regular+100	4,180	4,100	80	2.0	4.5
Small+250	3,870	3,800	70	1.8	3.4
Small+100	3,720	3,650	70	1.9	3.5
Group B					
Regular+250	2,720	2,675	45	1.7	3.9
Regular+100	2,570	2,525	45	1.8	4.1
Small+250	2,390	2,350	40	1.7	4.4
Small+100	2,240	2,200	40	1.8	4.8
St. George Campus					
New College Meal Plan (traditional board program)					
15 Meals per week (2018-19 includes \$100 Flex; 2019-20 Flex is 0)	5,000	4,950	50	1.0	4.3
330 Meals during the academic year (2018-19 includes \$200 Flex; 2019-20 Flex is 0)	4,800	4,850	(50)	(1.0)	2.6
Carte Blanche Meal plan (unlimited access, does not include flex)	5,625	5,450	175	3.2	2.8
Chestnut Meal Plan (unlimited access program)					
Unlimited Access plan 1 (includes \$100 flex)	5,790	5,625	165	2.9	3.1
Unlimited Access plan 2 (includes \$200 flex)	5,890	5,725	165	2.9	3.0
Unlimited Access plan 3 (includes \$300 flex)	5,990	5,825	165	2.8	3.0
245 College Meal Plans (declining balance program)					
Light Plan (Includes \$100 flex)	5,400	5,300	100	1.9	1.9
Average Plan (Includes \$100 flex)	5,650	5,500	150	2.7	1.9
Hearty Plan (Includes \$100 flex)	5,850	5,700	150	2.6	1.8
Knox College Meal Plan (traditional board program)					
Carte Blanche Meal plan (Unlimited access, doesn't include flex)	5,615	5,450	165	3.0	-
University College					
Plan A	5,196	5,040	156	3.1	3.1
Plan B	4,587	4,449	138	3.1	3.1

Appendix

Budget Preparation Review and Consultation Process

The ancillary budgets were prepared after thorough consultation with College constituents and with input from Facilities and Services. Revenues were based on a rate increase from 3.3% to 15.6% per year assuming optimal occupancy levels for the fall and winter sessions. Salaries, wages and benefit projections have been budgeted in accordance with the terms of the collective agreements, as well as the compensation package for Professionals and Managers. Proposed major maintenance and capital expenditure budgets have been assembled in conjunction with both the Facilities and Services department and the previously commissioned Capital Replacement Study.

The service ancillaries' annual budgets for 2019-20 and long-range plans for 2020-21 to 2023-24 were reviewed by a number of local committees and councils. Membership in these committees and councils include students who play an integral part in the overall consultation process.

Following this consultation process, the Financial Services department reviews the management reports submitted by each ancillary. The Financial Services department analyzes the reports for completeness, adherence to fiscal policies and financial feasibility. Financial Services also assesses the progress made by measuring their performance against the four financial objectives established for ancillaries. Issues requiring further action will be identified and addressed through a one-on-one meeting along with members from University Operations. The St. George budgets are then reviewed by the St. George Service Ancillaries Review Group (SARG), which includes three members from the University Affairs Board. SARG provides advice and formulates recommendations on the operating plans for all service ancillaries.

Following these reviews, the University Affairs Board and the respective Campus Council at UTM and UTSC approve operating plans, capital budgets and schedules of rates or fees for all service ancillaries on an annual basis.